

HAITI
EARLY CHILDHOOD DEVELOPMENT PILOT
(HA-T1061)

NON-REIMBURSABLE TECHNICAL COOPERATION
PLAN OF OPERATIONS

DECEMBER 17, 2007

I. GENERAL INFORMATION

Project team: Sophie Makonnen (EDU/CHA); Javier Jimenez (LEG/SGO); Aimee Verdisco, Claudia Cox, and Emma Näslund-Hadley, team leader (SCL/EDU).

Executing agency: Ministry of National Education and Professional Training (MENFP)

Date of request: May 1, 2007

Beneficiary agency: Ministry of National Education and Professional Training (MENFP)

Beneficiary country: Haiti

Financing plan: IDB (net income of FSO): US\$150,000
Local counterpart in kind: US\$ 12,000
Government of Chile: US\$138,000
Total: US\$300,000

Execution timetable: Execution period: 8 months
Disbursement period: 12 months

Exception to Bank policies and procedures: N/A

Environmental and social review: Reviewed by ESR on December 10, 2007

II. BACKGROUND AND JUSTIFICATION

A. Background

- 2.1 Throughout the late 1970s and early 1980s, the Ministry of National Education and Professional Training (MENFP) identified the need for a minimum of one year of pre-primary education. In 1982, an executive order created pre-school education as a level of instruction, establishing a curriculum for 3 to 5 year-old children. While the MENFP thereby became formally in charge of coordinating the delivery of initial and pre-school education, there remains anarchy in terms of the programs, content, and physical and pedagogical standards of different centers.¹

¹ The institutions in charge of the provision of initial and pre-school education include: (i) formal and non-formal pre-school centers operated by MENFP; (ii) non-formal integrated health, nutrition, and programs offered in rural and marginal urban areas by non-profit organizations and by the Ministry of Social Services (MAS); and (iii) private formal centers, centralized mostly in Port-au-Prince, offering a wide spectrum of pedagogical options and quality of services.

- 2.2 To enhance the coordination and quality control of education services in early childhood, with support from the United Nations Children's Fund (UNICEF) and with inputs from a Bank financed survey of the demand and supply for childhood services (HA-T1049), MENFP has recently adopted a National Policy on Early Childhood. While the policy is comprehensive, including both initial and pre-school education, the specific implementation mechanisms and service delivery protocols have yet to be developed. The proposed Technical Cooperation (TC) sets out to fill this gap.

B. Justification

- 2.3 A Bank-financed systematic examination of the supply and quality of early childhood programs in Haiti indicated that the demand for pre-school education is strong but barely met by the present capacity of services. Around 90% of the 2,966 households that were interviewed had unmet demands for early childhood services, particularly in poverty groups 3 and 4 (the lowest income groups in the country). As regards the supply of services, of the 30 centers that were evaluated, none had what the study defined as complete basic infrastructure (latrine, electricity, water, play areas, collective toys, roof, walls and doors). 16.5% of children between 3 and 6 were enrolled in pre-school, considerably below the Latin American average of 62.7%. No services at all were available for children between 0 and 2 years of age. Pre-school and other services were found to be particularly scarce in rural areas where 70% of the population lives.²

C. The Bank's sector strategy

- 2.4 The proposed TC is in line with the Country Strategy for 2007-2011 (GN-2465) that concentrates in three strategic objectives, one of which is to improve access and coverage of basic services in the areas of solid waste, potable water and sanitation, education, and professional training.

III. OBJECTIVE AND PROGRAM DESCRIPTION

D. Program goal and purpose

- 3.1 **Overall Objective.** The objective of the proposed TC is to develop and validate an instrument for the implementation of the National Policy on Early Childhood.
- 3.2 **Specific Objectives.** To achieve its overall objective, the TC has the following specific objectives: (i) develop an instrument for the provision of integrated early childhood services, which will help put into practice the National Policy on Early Childhood; and (ii) validate and introduce any needed adjustments to the new policy instrument.

² N&R Consulting Group, *Évaluation des Services a la Petite Enfance en Haïti*, Port au Prince, 2007 (HA-T1049).

E. Components

- 3.3 The TC will finance three components: (i) development of an instrument for the implementation of the National Policy on Early Childhood; (ii) validation of the new model early childhood services; and (iii) evaluation, monitoring and supervision.

1. Component 1. Development of an instrument for the implementation of the National Policy on Early Childhood

- 3.4 In close coordination with representatives from MENFP, the TC will finance the hiring of consultancy services to assist the Government in the development of a model for the provision of initial education to the 0 to 3 age group and pre-school services to the 4 to 6 age group. The model will be consistent with the new National Policy on Early Childhood, bringing together interventions that were previously carried out separately (preschool education; initial education; provision of nutritional supplements; and measurement of body weight and referrals to the health system). Given the severe shortages of early childhood educators, central aspect of the model will include training protocols for educators and volunteer caregivers. The work of the consultants will include curriculum development.

2. Component 2. Validation of the new model for early childhood services

- 3.4 The TC will finance the piloting of the model developed under Component 1, through the provision of integrated early childhood services through two centers in the Southern Department, where: (i) 20 community agents will be trained; (ii) 180 caregivers will receive awareness raising and training; and (iii) 180 children will receive integrated early childhood services. While resources provided by the Government of Chile will be used to finance the rehabilitation and equipment of the early childhood centers, the TC resources will be used to finance the provision of training and technical assistance. The Government of Chile will also provide Chilean early childhood experts.

3. Component 3. Evaluation, monitoring and supervision

- 3.5 The TC will finance an external evaluation of the pilot financed under Component 2 above. The evaluation scheme will be purely qualitative, including a process evaluation to assess the service delivery mechanism as well as behavior observations of the fathers and mothers and other important family members and the educator-child relationship.
- 3.6 The TC will also support the capacity of MENFP to monitor and supervise early childhood services in the Southern Department, financing: (i) the training of 10 technical experts from the preschool unit of MENFP; and (ii) the training of the MENFP regional inspectors of the Southern Department.

IV. COST AND FINANCING

A. Summary cost table

Table IV-1
Budget

Components	Government of Chile	IDB	Local	Total	%
1. Development of Instrument	20,000	8,500	-	28,500	10%
2. Validation of Instrument	80,000	119,000	-	199,000	66%
3. Evaluation	38,000	19,000	-	57,000	19%
4. Logistical support in kind	-	-	12,000	12,000	4%
6. Contingencies	-	3,500	-	3,500	1%
Total	138,000	150,000	12,000	300,000	100%

B. Description and composition of financing

- 4.1 The total cost of the TC is US\$300,000. Of the total amount, US\$150,000 will be charged against the net income of the Fund for Special Operations (FSO); US\$12,000 will be local contribution in kind; and US\$138,000 will be financed by the Government of Chile. See Annex I for budget details. As a condition prior to the disbursement of resources from Component 2, the MENFP should have entered into an agreement with the Government of Chile regarding the terms of their participation in the pilot.

C. Sustainability

- 4.2 The Government of Chile has raised the possibility of providing continued support to the two ECD centers in the Southern Department to ensure continuity of services until the positions of the educators can be incorporated into the MENFP budget.

V. EXECUTING AGENCY AND MECHANISM

A. Executing agency

- 5.1 The beneficiary and the executing agency will be the Ministry of Education and Vocational Training (MENFP). The activities financed by the Bank will help develop a monitoring capacity within the MENFP Pre-school Unit and in the regional inspection offices in the Southern Department.

B. Executing mechanism

- 5.2 An informal Pilot Steering Group has been formed with participation from the Pre-school Unit of the MENFP, representatives from the Embassy of Chile, the Ministry of Social Affairs (MAS) and the Ministry of Health. The Head of the Pre-school Unit presides over the Group, and the lead consultant will act as the secretary of the Group. The lead consultant will also serve as the coordinator of the pilot, reporting directly to the Head of the Pre-school Unit. In the Southern Department, the lead consultant will work closely with the regional inspectors of

the MENFP to strengthen their capacity to monitor the quality of services and provide technical assistance to ECD centers.

D. Program implementation readiness

- 5.3 The Government of Chile has made two missions to Haiti, assessing the infrastructure of the centers and agreeing on an implementation plan for the pilot. A Pilot Steering Group has been formed.

E. Execution period and disbursement schedule

- 5.4 The TC will have a disbursement period of twelve months and an execution period of eight months, both as from the signature of the TC agreement.

F. Procurement

- 5.5 Two international consultants (lead consultant and evaluation consultant); as well as a team of 30 local consultants (1:6 ratio between educators and children) will be contracted to execute the TC. Standard Bank procedures will be followed for the selection, hiring and payment of consulting services.

VI. MONITORING AND EVALUATION

G. Monitoring

- 6.1 Through the MENFP regional inspectors in the Southern Department, the Pre-school Unit of the MENFP will be in charge of monitoring the implementation of the pilot. The lead consultant, financed with resources from this TC will support the Pre-school Unit in realizing this monitoring function.

H. Technical and basic responsibility

- 6.2 SCL/EDU and EDU/CHA will have the technical responsibility of administrating the TC. All disbursements will be executed through the LMS and will require approval from the activity leader.

I. Progress and final reports

- 6.3 Two weeks before the start of the initiative, the lead consultant will submit to the Bank for its review an annotated work plan with dates for delivery of products. The lead consultant and the evaluation consultant will each produce separate final reports. In addition, the MENFP will produce a final report to the Bank on the execution of the pilot.

VII. PROJECT BENEFITS AND RISKS

A. Program benefits and developmental impact

- 7.1 The proposed TC will contribute to the implementation of the National Policy on Early Childhood, emphasizing service solutions for extremely poor populations in

difficult to reach locations. Research supports that program for early stimulation and early education yield permanent positive effects on first grade enrollment rates and children's learning at the primary level, and contribute to the reduction of the dropout rate. It has been widely documented that comprehensive early childhood interventions counteracts the social, emotional, physical and cognitive issues that low-income children often have to face, mainly in a context of extreme poverty and political conflict. Moreover, an increase in preparedness yields an increase in learning expectations in schools, which in turn results in overall improvements in teaching and student performance.³ Additional research shows that investment in disadvantaged children yields a higher rate of return than investments in low skill adults.⁴

B. Target beneficiaries

- 7.2 While the proposed TC will directly benefit approximately 180 children, and as many caregivers, the main benefit is the development of an instrument which will contribute to the implementation of the National Policy on Early Childhood.

C. Risks

- 7.3 The execution of surveys in a context such as Haiti presents logistical challenges, including limitations in human resources and security. The noted limitations in execution capacity of the MENFP add further complication. However, the Government of Chile has many years of experience in developing instruments for early childhood development and creating centers in remote geographic areas with difficult terrain.

7.3 **VIII. ENVIRONMENTAL AND SOCIAL ASPECTS**

A. Date of ESR review

- 8.1 The Project was reviewed by the Environmental and Social Impact Review (ESR) committee on December 10, 2007. No negative environmental or social effects were identified and the TC has been classified as a "C" according to the Safeguard Classification Tool. No Bank resources will be used to finance investments in infrastructure of equipment.

B. Measures taken to avoid negative social and environmental impacts

- 8.2 Given that the Project Profile was classified as a "C" according to the Safeguard Classification Tool, the ESR review did not recommend any additional measures to avoid social and environmental impacts.

³ Expanding Pre-school Education in Region II countries: Best Practices.

⁴ Nobel Laureate James J. Heckman, 1999.

IX. RECOMMENDATION

- 9.1 The Education Division recommends its approval and the use from the net income of the Fund for Special Operations resources to finance its activities described in this Plan of Operations.

(ORIGINAL SIGNED)

Marcelo Carbol
Chief SCL/EDU

12/18/07

Date

X. CERTIFICATION

- 10.1 The Grants and Cofinancing Management Unit (VPC/GCM) certifies that US\$150,000 from the net income of the Fund for Special Operations is available for the financing of the project activities proposed in this Plan of Operations⁵.

(ORIGINAL SIGNED)

Marguerite S. Berger, Chief
VPC/GCM

12/17/07

Date

XI. APPROVAL

- 11.1 Pursuant to the authority delegated by the Board of Executive Directors to the President and by the President to the Managers of the Vice-presidency of Sectors and Knowledge (Resolution DE-23/87 and the Memorandum dated July 9, 2007, Transitional Arrangements for the processing and Administration of Operations. Delegation of Authority), The Sector Manager of Social Sectors, authorizes the use up to US\$150.000 from the net income of the Fund for Special Operations (FSO) to finance this technical cooperation on a non-reimbursable basis.

(ORIGINAL SIGNED)

Kei Kawabata
Manager, SCL/SCL

12/18/07

Date

Vo.Bo. **(ORIGINAL SIGNED)**

Dora Currea
Manager, CCB/CCB

12/18/07

Date

Vo.Bo. **(ORIGINAL SIGNED)**

Philippe Dewez
Representative, CCB/CHA

12/17/07

Date

⁵

Project proposal is included in the technical cooperation program for 2007 (GN-2408-9, Annex II-2), approved by the Board of Executive Directors on June 13, 2007.

**EARLY CHILDHOOD DEVELOPMENT PILOT
(HA-T1061)
DETAIL BUDGET (US\$)**

Activity	Gvt. of Chile	Local	IDB	Total
Component 1. Development of Policy Instrument	20,000	-	8,500	28,500
ECCD experts	20,000	-	-	20,000
Lead consultant	-	-	6,000	6,000
International travel	-	-	1,000	1,000
Local travel	-	-	500	500
Per diem	-	-	1,000	1,000
Component 2. Validation of instrument	80,000	-	119,000	199,000
Consultancy months local consultants	-	-	90,000	90,000
Infrastructure and equipment	60,000	-	-	60,000
ECCD experts	20,000	-	-	20,000
Lead consultant	-	-	24,000	24,000
International travel	-	-	1,000	1,000
Local travel	-	-	2,000	2,000
Per diem	-	-	2,000	2,000
Component 3. Evaluation	38,000	-	19,000	57,000
ECCD experts	38,000	-	-	38,000
Evaluation consultant	-	-	12,000	12,000
International travel	-	-	1,000	1,000
Local travel	-	-	2,000	2,000
Per diem	-	-	4,000	4,000
Subtotal	138,000	-	146,500	284,500
Contingencies	-	-	3,500	3,500
Logistical and technical support MENFP	-	12,000	-	12,000
TOTAL	138,000	12,000	150,000	300,000

**HAITI
EARLY CHILDHOOD DEVELOPMENT PILOT
(HA-T1061)**

**PROCUREMENT PLAN
Simplified Model for Technical Cooperation up to \$150,000.00**

All contracts for the proposed TC will be carried out in accordance with the **“Policies for the Procurement of Goods and Works Financed by the Inter-American Development Bank” (GN-2349-7)**, and **“Policies for the Selection and Contracting of Consultants Financed by the Inter-American Development Bank” (GN-2350-7)**, and what is established in the Plan of Operations and the current Procurement Plan.

Executing Agency’s capacity and Procurement Supervision on the part of the Bank. The National Ministry of Education and Professional Training (MENFP) will be responsible to carry out the project’s procurement. The Bank, based on the experience and knowledge of the capacity of the executor, determined that the total project risk associated to the procurement management is medium.

Ref. No.	Description and type of the procurement contract	Estimated Contract Cost (US\$ '000)	Procurement method ¹	Review (ex-ante or ex-post)	Source of financing and percentage		Estimated Dates		Status (Pending, in process, awarded, cancelled)	Comments
					IDB %	Local / Other %	Publication of Specific procurement notice	Completion of contract		
	1. <u>Consulting Services</u>									
	o Consulting services 1 Lead Consultant	US\$50,000	CQS	Ex-ante	100%	0%	JAN 2008	SEP 2008		
	o Consulting services 2 Evaluation	US\$19,000	CQS	Ex-ante	100%	0%	JUL 2008	SEP 2008		
	o Consulting service 3 Fees of personnel of centers (approximately 30 consultants)	US\$90,000	NICQ	Ex-ante	100%	0%	JAN 2008	SEP 2008		

¹ **Consulting Firms:** **QCBS:** Quality- and cost -Based Selection; **QBS:** Quality Based Selection; **FBS:** Selection under a Fixed Budget; **LCS:** Least-Cost Selection; **CQS:** Selection based on the consultant's Qualifications; **SSS:** Single Source Selection. **Individual Consultants:** **NICQ:** National Individual Consultant selection based on Qualifications; **IICC:** International Individual Consultant selection based on Qualifications

**TERMS OF REFERENCE
EARLY CHILDHOOD DEVELOPMENT PILOT
(HA-T1061)**

CONSULTANCY: EVALUATION CONSULTANT

I. BACKGROUND

- 1.1 Throughout the late 1970s and early 1980s, the Ministry of National Education and Professional Training (MENFP) identified the need for a minimum of one year of pre-primary education. In 1982, an executive order created pre-school education as a level of instruction, establishing a curriculum for 3 to 5 year-old children. While the MENFP thereby became formally in charge of coordinating the delivery of initial and pre-school education, there remains anarchy in terms of the programs, content, and physical and pedagogical standards of different centers.¹
- 1.2 To enhance the coordination and quality control of education services in early childhood, MENFP has recently adopted a National Policy on Early Childhood. While the policy is comprehensive, including both initial and pre-school education, the specific implementation mechanisms and service delivery protocols have yet to be developed.
- 1.3 Against this background, the Bank and the Government of Chile is jointly financing an initiative that aims to develop and validate an instrument for the implementation of the National Policy on Early Childhood. The validation of the instrument will be carried out through a pilot initiative in the Southern Department. These terms of reference refer to the contracting of an evaluation specialist who will be in charge of the evaluation of the pilot.

II. OBJECTIVES OF THE CONSULTANCY

- 2.1 The objective of the consultancy is to evaluate an early childhood development pilot in the Southern department of Haiti. The evaluation scheme will be purely qualitative, including a process evaluation to assess the service delivery mechanism as well as behavior observations of the fathers and mothers and other important family members and the educator-child relationship.

¹ The institutions in charge of the provision of initial and pre-school education include: (i) formal and non-formal pre-school centers operated by MENFP; (ii) non-formal integrated health, nutrition, and programs offered in rural and marginal urban areas by non-profit organizations and by the Ministry of Social Services (MAS); and (iii) private formal centers, centralized mostly in Port-au-Prince, offering a wide spectrum of pedagogical options and quality of services.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 **Type of consultancy:** International consultancy.
- 3.2 **Duration:** Two continuous months.
- 3.3 **Place of work:** Haiti and the country of origin of the consultants. With the available resources, the consultant should budget as many trips to Haiti as it may be necessary to meet the requirements of this consultancy.
- 3.4 **Qualification:** Extensive experience in the field of qualitative and institutional evaluations. Previous experience with the work of the IDB or other development banks preferred. The Consultant must be proficient in written and oral French.

IV. ACTIVITIES

- 4.1 The Consultant will carry out the following activities:
- 4.2 The design of a qualitative evaluation tool to determine the suitability of the service delivery mechanism in terms of: (i) expansion of access in remote and difficult to reach areas; (ii) the pedagogical model; (iii) the teaching environment, including classroom management; (iv) monitoring capacity of MENFP at the regional and central levels; (v) level and characteristics of involvement of caregivers; and (vi) the sustainability of the model in terms of the durability of the investments.
- 4.3 The evaluation will consist of the continuous observation of classroom practices. The purpose of this observation is to determine the appropriateness of the pedagogical model. The observation will also seek to identify any attitudinal and behavioral issues inside and outside the classroom, including the value placed on education by families.

V. REPORTS

- 5.1 The Consultant will produce the following reports:
- The Consultant will submit to the Bank and the MENFP for its review and no objection an annotated work-plan with dates for delivery of products.
 - Intermediate report no longer than 30 pages, plus annexes.
 - Final report no longer than 30 pages, plus annexes.

VI. PAYMENTS

6.1 Payments will be made according to the following schedule:

First Payment: 40% upon receipt and approval of the work plan.

Second payment: 30% upon receipt and approval of the draft report.

Third payment: 30% upon receipt and approval of the final report.

VII. COORDINATION

7.1 The activities of the Consultant will be jointly coordinated by the Bank and MENFP.

TERMS OF REFERENCE

EARLY CHILDHOOD DEVELOPMENT PILOT (HA-T1061)

CONSULTANCY: LEAD CONSULTANT

I. BACKGROUND

- 1.1 Throughout the late 1970s and early 1980s, the Ministry of National Education and Professional Training (MENFP) identified the need for a minimum of one year of pre-primary education. In 1982, an executive order created pre-school education as a level of instruction, establishing a curriculum for 3 to 5 year-old children. While the MENFP thereby became formally in charge of coordinating the delivery of initial and pre-school education, there remains anarchy in terms of the programs, content, and physical and pedagogical standards of different centers.²
- 1.2 To enhance the coordination and quality control of education services in early childhood, MENFP has recently adopted a National Policy on Early Childhood. While the policy is comprehensive, including both initial and pre-school education, the specific implementation mechanisms and service delivery protocols have yet to be developed.
- 1.3 Against this background, the Bank and the Government of Chile is jointly financing an initiative that aims to develop and validate an instrument for the implementation of the National Policy on Early Childhood. The validation of the instrument will be carried out through a pilot initiative in the Southern Department. These terms of reference refer to the contracting of a lead consultant who will act as the coordinator of the initiative.

II. OBJECTIVES OF THE CONSULTANCY

- 2.1 The objective of the consultancy is to coordinate an early childhood development pilot in the Southern department of Haiti.

² The institutions in charge of the provision of initial and pre-school education include: (i) formal and non-formal pre-school centers operated by MENFP; (ii) non-formal integrated health, nutrition, and programs offered in rural and marginal urban areas by non-profit organizations and by the Ministry of Social Services (MAS); and (iii) private formal centers, centralized mostly in Port-au-Prince, offering a wide spectrum of pedagogical options and quality of services.

III. CHARACTERISTICS OF THE CONSULTANCY

- 3.1 **Type of consultancy:** International consultancy.
- 3.2 **Duration:** Eight continuous months.
- 3.3 **Place of work:** Haiti.
- 3.4 **Qualification:** Extensive experience from coordination of social development projects. Experience from early childhood development initiatives is a plus. Previous experience with the work of the IDB or other development banks preferred. The consultant must be proficient in written and oral French.

IV. ACTIVITIES

- 4.1 The consultant will carry out the following activities:
- 4.2 Serve as the coordinator of the pilot, reporting directly to the Bank, the Government of Chile, and the Head of the Pre-school Unit.
- 4.3 Oversee the development of a model for the provision of initial education to the 0 to 3 age group and pre-school services to the 4 to 6 age group, ensuring that it is consistent with the new National Policy on Early Childhood, bringing together interventions that were previously carried out separately (preschool education; initial education; provision of nutritional supplements).
- 4.4 Draft the TOR for the contracting of consultants to work in the centers, and make sure that the procurement processes move forward according to schedule.
- 4.5 Act as the secretary of an informal Pilot Steering Group with participation from the Pre-school Unit of the MENFP, representatives from the Embassy of Chile, the Ministry of Social Affairs (MAS) and the Ministry of Health.
- 4.6 Coordinate and oversee the following activities: (i) training of 20 community agents; (ii) awareness raising and training of 180 caregivers; (iii) training of educators and volunteer caregivers; and (iv) provision of integrated early childhood services for 180 children.
- 4.7 In the Southern Department, the lead consultant will work closely with the regional inspectors of the MENFP to strengthen their capacity to monitor the quality of services and provide technical assistance to ECD centers.

V. REPORTS

- 5.1 The consultant will produce the following reports:

- The consultant will submit to the Bank and the MENFP for its review and no objection an annotated work-plan with dates for delivery of products.
- Progress report no longer than 30 pages, plus annexes.
- Final report no longer than 30 pages, plus annexes.

VI. PAYMENTS

6.1 Payments will be made according to the following schedule:

- | | |
|-----------------|---|
| First Payment: | 40% upon receipt and approval of the work plan. |
| Second payment: | 30% upon receipt and approval of the progress report. |
| Third payment: | 30% upon receipt and approval of the final report. |

VII. COORDINATION

7.1 The activities of the Consultant will be jointly coordinated by the Bank and MENFP.

AIDE MEMOIRE
HAITI
MISSION DE CONSULTATION DES AXES STRATEGIQUES DE LA BANQUE
EN HAITI 2007-2011
17-18 avril 2007

I. Objet

- 1.1 La mission réalisée les 17 et 18 avril 2007 avait les objectifs suivants : (i) actualiser conjointement avec le Gouvernement les axes stratégiques de l'appui de la Banque, convenus en octobre 2006 relatifs à la période allant de 2007 à 2011. Cette actualisation était nécessaire dans le contexte de l'initiative HIPC pour Haïti, à laquelle participe la Banque, du Nouveau Cadre de "Soutenabilité" de la Dette (NCSD) (Nuevo Marco de la Sostenibilidad de Deuda) et du Système Amélioré d'Allocation basé sur la Performance pour le Financement du FOE (SAP). En effet, le NCSD envisage un appui financier de la Banque à Haïti de US\$50 millions de dons par an durant la période 2007-2009¹ ; (ii) confirmer les priorités du Gouvernement pour 2007 et (iii) identifier une liste préliminaire d'opérations prioritaires pour la période 2008-2011. Les résultats obtenus pendant la mission serviront d'intrants pour l'élaboration de la Stratégie de la Banque avec le Pays (SBP), laquelle sera présentée par la suite à son Conseil d'Administration.
- 1.2 La Mission a été présidée par Monsieur Lionel Y. Nicol, Directeur adjoint de RE2. Elle était composée de Madame Anna Cecilia McInnis et Monsieur Marco Nicola, respectivement Représentante et Représentant adjoint de la Banque en Haïti, de Madame Susana Sitja, Spécialiste de la modernisation de l'Etat, de Madame Emma Naslund, Spécialiste du secteur social, de Monsieur Diego Arias, Spécialiste du secteur environnement et ressources naturelles, de Monsieur Agustin Aguerre, Spécialiste du secteur infrastructures, de Monsieur David Rosas, Coordinateur et Economiste du Pays et des spécialistes et consultants de la Représentation en Haïti.
- 1.3 La Mission s'est entretenue avec Monsieur Daniel Dorsainvil, Ministre de l'Economie et des Finances et Gouverneur de la Banque, Monsieur Frantz Vérélla, Ministre des Travaux Publics, des Transports et de la Communication, Docteur Robert Auguste, Ministre de la Santé et d'autres fonctionnaires dont les noms et fonctions sont indiqués en Annexe I.

II. Principaux accords

Positions du Gouvernement concernant les axes stratégiques proposés par la Banque

- 2.1 Le Gouverneur a exprimé l'accord général du Gouvernement avec les axes stratégiques proposés dans le document de discussion présenté par la Banque. Il a

¹ Cette allocation ne tient pas compte du montant annuel des dons en assistance technique octroyés par la Banque à Haïti.

souligné que ces axes sont conformes aux discussions tenues lors de la réunion de haut niveau entre le Président Préval et le Président Moreno le 24 juillet 2006. Ces mêmes axes avaient été confirmés lors de la première mission de consultation à ce sujet réalisé en octobre 2006. Ces axes sont au nombre de quatre : (i) renforcer la gouvernance, (ii) promouvoir la récupération économique du pays, (iii) améliorer l'accès aux services de base et (iv) promouvoir le développement du secteur privé. Le Gouverneur a par ailleurs précisé que ces derniers sont cohérents avec les priorités qui figurent dans le document Intérimaire de Stratégie de Lutte contre la Pauvreté.

Exécution du portefeuille

- 2.2 Le Gouvernement et la Banque ont pris note du progrès réalisé au niveau de l'exécution du portefeuille de prêts. Durant le premier trimestre 2007, des contrats pour un montant de US\$ 20.0 millions ont été signés. Plusieurs firmes internationales ont participé aux appels d'offres d'infrastructure routière qui seront adjugées au cours du deuxième trimestre 2007. Les parties ont réaffirmé leur engagement de continuer à mettre en œuvre toutes les mesures nécessaires pour accélérer et améliorer les décaissements ainsi que les résultats et l'impact de cet important actif pour la population haïtienne. Ils ont reconnu l'importance des mécanismes conjoints de suivi fondés sur la culture de gestion par résultats. Les comités de pilotage réalisés régulièrement ces derniers six mois ont permis en ce sens de développer un meilleur suivi des opérations. En outre, ont été mis en place des contrats de performance comportant des indicateurs quantitatifs et qualitatifs pour la supervision des projets : ils permettent de mesurer l'efficacité de la planification et de l'exécution de chaque Unité d'Exécution en établissant des objectifs trimestriels de décaissements, engagements et réalisations physiques. Leur niveau de réalisation constitue la base pour évaluer la performance du portefeuille.
- 2.3 Afin de consolider cette initiative et de permettre au Gouvernement d'anticiper les risques et de résoudre des problèmes éventuels relatifs à l'exécution de ces opérations, les parties se sont accordées pour qu'un mécanisme renforcé de recommandations et de décisions soit mis en place. Le Gouvernement et la Banque ont convenu d'approuver une assistance technique laquelle visera à renforcer les Unités de Programmation des ministères de l'Economie et des Finances (MEF) et de la Planification et de la Coopération Externe (MPCE) dans leur rôle de suivi et de supervision de l'exécution du portefeuille.

Programme opérationnel 2007

- 2.4 Le Gouverneur et la Banque ont formalisé le programme de travail pour 2007, lequel inclut trois programmes et neuf coopérations techniques non remboursables (voir tableau ci-dessous). Il faut noter que ce programme rentre dans le cadre d'un financement de US\$50 millions de dons par an durant la période 2007-2009.

Programme opérationnel de dons pour 2007			
Secteur	Numéro	Nom	Montant (M US\$)
Gouvernance Economique	HAL1017	Programme de Renforcement de la Gestion des Ressources Publiques (PBG)	12.5
Infrastructure	HA-L1019	Première Etape Réhabilitation de l'Infrastructure Routière pour la Production	25.0
Agriculture	HA-0016	Don Supplémentaire pour le Programme d'Intensification Agricole	12.5
Total			50.0
Programme opérationnel de coopérations techniques pour 2007			
Secteur	Nom		Montant (US\$)
Gouvernance Economique	Appui à la Supervision et au Suivi de l'Unité de Programmation MEF		150.000
	Troisième Phase de l'Enquête 1-2-3 pour Ligne de base du DRSP		150.000
	Appui à la Formulation et Mise en Place du DRSP		150.000
Infrastructure	Renforcement de la Capacité de Pré-investissement du MTPC		300.000
	Stratégie pour la Participation du Secteur Privé dans le Secteur de l'Energie Electrique		200.000
Agriculture	Stratégie pour les Finances Rurales		150.000
Déchets solides	Plan d'Action pour la Collecte et Disposition des Déchets Solides		300.000
Education	Initiative Pilote pour le Développement de la Petite Enfance		150.000
	Etude Sectorielle d'Education		150.000
Total			1,700.000

Priorités opérationnelles du Gouvernement dans le cadre de la programmation 2008

- 2.5 Il est important de souligner que le Gouvernement et la Banque ont convenu d'explorer les possibilités de co-financement des projets avec d'autres bailleurs de fonds, comme par exemple le Canada, l'Union Européenne et la Banque Caribéenne de Development.
- 2.6 Le Gouvernement a indiqué à la Banque une liste de trois opérations hautement prioritaires pour 2008 (2008-A). Par ailleurs, le gouvernement a-t-il demandé de considérer deux opérations supplémentaires (2008-B) qui pourraient substituer les opérations de 2008-A.

Programme opérationnel de dons pour 2008-A			
Secteur	Numéro	Nom	Montant (M US\$)
Gouvernance Economique	HAL1017	Deuxième Don du Programme de Renforcement de la Gestion des Ressources Publiques (PBG)	12.5
Infrastructure	HA-L1019	Deuxième Etape du Programme de Réhabilitation de l'Infrastructure Routière pour la Production	25.0
Agriculture	HA-0033	Programme National de Gestion des Bassins Versants	12.5
Total			50.0

Programme opérationnel de dons pour 2008-B			
Secteur	Numéro	Nom	Montant (M US\$)
Education	HA-L1015	Programme de Développement de la Petite Enfance	8.0
Eau potable et assainissement	ND	Programme d'Eau Potable, Assainissement et Déchets Solides de la Zone Métropolitaine de PAP	9.0
Total			17.0

2.7 Finalement, le Gouvernement et la Banque ont identifié un inventaire d'opérations qui pourraient être financées pendant la période 2009-2011 (voir tableau ci-dessous).

Inventaire de projets prioritaires pour la période 2009-2011			
Gouvernance Economique	HA-L1012	Programme de Renforcement des Douanes et de l'Administration	10.0
	HA-L1011	Programme de Système d'Administration Financière Intégrée	5.0
	ND	Programme de Gouvernance Economique à Définir (PBG)	ND
Infrastructure	ND	Programme de Réhabilitation des Routes Productives (deux étapes restantes de US\$25 millions chacune)	50.0
	ND	Programme d'Energie Electrique (trois étapes de US\$25 millions chacune)	75.0
Agriculture	ND	Programme de Développement de Filières Productives II	ND
	ND	Programme de Renforcement du Système National de Santé Animale et Végétale	ND
	ND	Programme d'aménagement du bassin versant de l'Artibonite	ND
Education	ND	Programme de Formation Professionnelle II	ND
	ND	Programme de Transferts Conditionnels	ND
Développement local et décentralisation	ND	Programme d'Appui au FAES	ND

III. Autres sujets discutés avec le Gouvernement

3.1 **Ratification.** Le Gouvernement a soumis au Parlement pour ratification les cinq prêts récemment signés avec la Banque ainsi que le supplément au contrat du Prêt 1638/SF-HA (Annexe II). Le Gouvernement compte sur une ratification rapide de ces documents. Par ailleurs, le Gouvernement et la Banque se sont mis d'accord pour définir une position sur la nécessité de ratifier des futurs contrats de dons. Une mission du Département Légal de la Banque est attendue le vendredi 20 avril afin d'examiner conjointement cet aspect avec les conseillers juridiques des Ministères de l'Economie et des Finances, des Affaires Etrangères, du Bureau du Premier Ministre et de la Présidence.

3.2 **Le PRODEV.** Le Gouvernement a indiqué son intérêt pour accélérer la mise en œuvre du programme PRODEV en vue de renforcer les aspects de planification des investissements, le rapport plan-budget et la définition des indicateurs

permettant de faire le suivi des actions visant la réduction de la pauvreté. Suite à la récente mission (10-12 avril 2007), la Banque s'est engagée à soumettre pour révision et commentaires au Ministère des Finances un brouillon du Plan d'Opérations de la coopération technique avant la fin du mois de mai 2007. Il a été convenu que les Unités de Programmation des Ministères de l'Education, de l'Agriculture, des Ressources Naturelles et du Développement Rural Travaux Publics, Transports et Communications et du Ministère de la Santé Publique et de la Population feront partie du premier groupe d'application du PRODEV. Pour cela, le Ministre de l'Economie et des Finances a précisé que le Gouvernement pourrait également fournir un soutien financier à cette initiative sous forme de contrepartie locale d'un montant de Cent Cinquante Mille dollars des Etats Unis d'Amérique.

- 3.3 **Secteur Privé.** Le Gouvernement et la Banque se sont mis d'accord pour développer une série d'actions visant à promouvoir l'engagement des trois guichets du secteur privé du Groupe BID (CII, FOMIN, PRI). Spécifiquement, la Banque a proposé de profiter de la conférence à Port-au-Prince sur le thème du commerce extérieur et investissements qu'elle prépare conjointement avec l'OEA et le Gouvernement. La Banque organisera des sessions parallèles pour familiariser le secteur privé du pays avec les activités des trois guichets privés du Groupe BID. Il est prévu qu'une session spécifique avec les entreprises du secteur de l'infrastructure ait lieu afin de leur présenter, conjointement avec le Gouvernement, les opportunités d'affaires qui existent en Haïti. Le Gouvernement a souligné que l'appui au secteur privé qu'apportera la Banque devra être cohérent avec les priorités qu'il s'est assigné. Le Gouverneur a précisé que trois actions pourraient être engagées en ce sens : (i) faciliter l'accès au micro-crédit en élargissant le type de clients, (ii) accompagner les initiatives relatives à la Loi Hope et (iii) faciliter la formalisation des actifs du secteur informel.
- 3.4 **Produits non financiers.** Le Gouverneur a réaffirmé son intérêt pour mener des analyses de la "soutenabilité" de la dette du pays, de l'impact fiscal des opérations de la Banque; du marché du travail, en particulier des unités de production informelles ; et l'appui à l'élaboration de la ligne de base des indicateurs du DRSP.
- 3.5 **Agenda de Réformes.** Le Gouvernement a confirmé son engagement à préparer un agenda de réformes dans le domaine de la gouvernance économique. Cet agenda devra être discuté avec tous les bailleurs dans le but de trouver un accord sur une matrice commune. La réalisation des activités retenues dans ladite matrice aura, entre autres, le bénéfice de faciliter l'accès d'Haïti à des appuis budgétaires plus importants une fois que des réformes auront été mises en oeuvre. Le gouvernement a confirmé son intérêt d'avoir l'appui de la BID pour la réalisation de cette initiative. Il a enfin précisé que cette matrice devra être cohérente avec le Document de Stratégie de Réduction de la Pauvreté.

- 3.6 **Télécommunications.** Le Gouverneur et la Banque ont fait référence à la requête du Président Preval concernant la privatisation de l'entreprise TELECO et à la nécessité de définir, de manière concertée avec les autres bailleurs de fonds, les modalités d'appui à la modernisation du secteur des télécommunications.

IV. Prochaines étapes et remerciements

- 4.1 Tenant compte des résultats de cette mission, la Banque finalisera le Document de Stratégie avec le Pays pour la période 2007-2011.
- 4.2 La mission remercie le Ministre de l'Economie et des Finances, Gouverneur de la Banque pour Haïti, le Ministre de la Planification et de la Coopération Externe, ainsi que tous les autres participants pour leur contribution à la réussite de cette mission.



Daniel Dorsainvil
Ministre de l'Economie et des Finances
Gouverneur de la BID pour Haïti



Lionel Y. Nicol
Directeur adjoint - Région II
BID



Anna Cecilia McInnis
Représentant de la BID en Haïti

Annexes

- Annexe I – Liste des participants
Annexe II - Liste des opérations en attente de ratification

Annexe 1 : Liste des participants

No	Nom	Prénom	Titre	Institution
1	MCINNIS	Anna Cecilia	Représentant Résident	BID
2	NICOLA	Marco	Représentant Adjoint	
3	NICOL	Lionel	Directeur Adjoint RE2	
4	DENIS	Corrales	Spécialiste sectoriel	
5	VEYRAT-PONTET	Alexandre	Consultant	
6	MATHIEUSESENT	Sarah	Consultant	
7	PINARD	Jean Marcel	Consultant	
8	SAINT DIC	Viviane	Consultant	
9	ARIAS	Diego	Spécialiste EN2	
10	NASLUND HADLEY	Emma	Spécialiste SO2	
11	SITJA RUBIO	Susana	Spécialiste SC2	
12	AGUERRE	Jose Agustin	Spécialiste FI2	
13	ROSAS	David	Coordonnateur Pays-Haiti	
14	DORSAINVIL	Daniel	Ministre de l'Economie et des Finances	MEF
15	BAUDIN	Ronald	Directeur Général	
16	VINCENT	Vanette	Assistante Spéciale du Ministre	
17	GEORGES	Jean-Mary	Conseiller Technique	
18	JACQUES LOUIS	Farnel	Coordonnateur BCP – 1490/SF- HA, 1646/SF-HA, 1642/SF-HA	MARNDR
19	AMILCAR	Helliot	BCP – 1642/SF-HA	
20	JACQUES	Thomas	BCP – 1490/SF-HA, 1646/SF-HA, 1642/SF-HA	
21	DOMINIQUE	Jean Lesky	Coordonnateur - Filière OPPMA	
22	PIERRE	Fritzner	Coordonnateur – 1668/SF-HA	MDE
23	SANON	Nicolas	MDE - 1668/SF-HA	
24	JEAN	Yves Robert	Directeur Général	MPCE
25	GERBIER	Smith	Directeur – DCE	MENFP
26	LAGUERRE	Pierre Michel	Directeur Général	
27	AUGUSTE	Robert	Ministre de la Santé Publique et de la Population	MSPP
28	ANDRE	Jean	Coordonnateur – 1009/SF-HA	MTPTC
29	VERELLA	Frantz	Ministre des Travaux Publics, Transport et Communication	
30	JEAN	Gary	Coordonnateur UCE– 991/SF-HA, 1638/SF-HA	

Annexe 2 : Programmes en attente de ratification parlementaire

No. Opération	Prêt #	Titre du projet	Montant US\$ millions	Date d'approbation BID	Date de Signature	Date de Ratification	Délai pour Ratification
HA-L1007	1780/SF-HA	Programme Eau et Assainissement Rural	15,0	20/09/2006	08/12/2006	En attente	08/12/2007
HA-L1003	1794/SF-HA	Programme de Développement de Filières Productives Rurales	17,8	24/10/2006	08/12/2006	En attente	08/12/2007
HA-L1008	1814/SF-HA	Programme d'Appui à la Réforme du Secteur Financier	25,0	06/12/2006	06/02/2007	En attente	06/02/ 2008
HA-L1010	1638/SF-HA	Supplément Programme Réhabilitation Infrastructure de Transport	14,5	07/09/2006	29/09/2006	En attente	29/09/2007
HA-L1014	1813/SF-HA	Programme Réhabilitation Système de Distribution Electrique à Port-au-Prince	18,1	13/12/2006	06/02/2007	En attente	06/02/2008
HA-L1018	1821/SF-HA	Appui Gestion Ressources Humaines dans le Secteur Public	10,0	13/12/2006	06/02/2007	En attente	6/02/2008
		TOTAL	100,4				